

19 JUL 1956

TO: CIA Career Council

SUBJECT: Senior Career Development Program

Recommendations for the approval of the CIA Career Council are contained in paragraph 6, page 3.

1. PROBLEM:

To cancel the twenty-seven Career Development positions authorized on the Table of Organization of the Office of Personnel used for specific career actions for individuals in the various Career Services.

2. ASSUMPTIONS:

- a. The Agency will continue to emphasize the need for its employees to improve and increase their professional knowledge and skills in highly specialized fields of intelligence and clandestine activities.
- b. An Agency Career Development Program which provides a mechanism for career employees to participate in external and rotational activities which may necessitate prolonged absence from their regular duties is necessary.
- c. Necessary adjustments within the limitations of personnel ceilings can be made in the various organizational components to carry out the Agency's requirement that 5% of Headquarters "on-duty" personnel will be in a training status at all times.

3. FACTS:

- a. The Career Development Program (commonly called the Senior Career Development Program) is an outgrowth of the Rotation Loan Program established in 1952. No definite delegation exists in regulation or directive authorizing the Senior Career Development Program other than the current T/O authorization. A brief summary of the background and development of the Senior Career Development Program is outlined in Attachment A.
- b. Twenty-seven positions (8 vouchered and 19 unvouchered) are currently authorized on the T/O of the Office of Personnel to support the Senior Career Development Program. These positions are to be used for individuals participating in career development activities which necessitate prolonged absence from their regular duties. The Program, which is sponsored by the CIA Career Council, is currently under the jurisdictional authority of the Career Development Committee and is administered by the Director of Personnel.
- c. A total of 80 individuals have participated in the Senior Career Development Program from September 1953 to 30 June 1956. (See Attachment B.)

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- d. As of 15 July 1956, 29 individuals were participating in the program. Five of these individuals had been approved by the Career Development Committee but personnel actions transferring them had not yet become effective. Seven applications have been received but not acted upon by the Career Development Committee. (See Attachment B, Section VI.)
4. DISCUSSION
- a. Consideration is required as to whether the present mechanism of authorizing Career Development positions on the T/O of the Office of Personnel is an effective means of implementing a career development program in the Agency.
- b. Ceiling and T/O pressure for operating components becomes a major problem when it is necessary or advisable to release employees for participation in external training or rotational activities which necessitate prolonged absence from their regular duties. This is particularly true in the case of individuals participating in language and area courses which are generally two or three years in duration. The implementation of the new Foreign Language Program and the Agency's policy that 5% of Headquarters "on-duty" personnel will be in a training status at all times will require adjustments within the limitations of personnel ceilings. The expanded Junior Officer Training Program will provide opportunities for many younger persons to participate in training for extended periods of time. It should be noted that 51% of all participants in the Senior Career Development Program were language trainees; also that 60% of the total 80 participants were in grades GS-12 and below and thus were in most cases potential candidates for the JOT Program and the JCD Program.
- c. The use of the Senior Career Development positions from September 1953 to 30 June 1956 has relieved a limited number of operating components from carrying non-productive personnel on their Tables of Organization. The awareness of the desirability of using Career Development positions has varied throughout the Agency. This is indicated by the fact that three components (ORR, OTR, and FE) sponsored 48% of all the individuals in the Senior Career Development Program. Sixteen other components utilized Career Development positions but only to a very limited extent. This in effect has established for a very few components a "Development Complement" which is not counted against their T/O personnel ceilings or chargeable to their budgets. Other operating components have arranged for their employees to attend Defense Colleges and participate in other long-term external training through administrative adjustments within the purview of their responsibilities.
- d. The function of administering the Senior Career Development Program is currently delegated to the Development Staff under the supervision of the Deputy Director of Personnel for Planning and Development. Due to the nature of the activities in which program participants are engaged, administrative and supervisory duties and responsibilities are divided between the Office of Personnel, the sponsoring component, and the Office of Training. The present system of administering the program involves constant coordination of officials of components involved, much paperwork, and is not conducive to effective supervision of the program participants.

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5. CONCLUSIONS

- a. The present Senior Career Development Program which allows ceiling and budget advantages to a few operating components is not a desirable mechanism for implementing specific career actions for individuals in all Career Services.
- b. The present system of multiple administrative controls for the program participants is a cumbersome, time-consuming and inefficient means of handling personnel ceiling problems and is not conducive to good personnel management for the program participants.
- c. Any foreseeable magnitude of long-term training and rotational activities for employees can be accommodated administratively by the "Development complement system" previously proposed to the Council.
- d. A block of 27 Career Development positions within the Agency's total personnel ceiling authorization for the use of external training and rotational activities is not necessary to cover the present program participants.

6. RECOMMENDATIONS:

It is recommended that:

- a. The 27 Career Development positions on the T/O of the Office of Personnel be cancelled.
- b. The budget allotment for the Office of Personnel for the Career Development positions be cancelled and redistributed if necessary to the components sponsoring present program participants.
- c. The personnel ceiling in the Office of Personnel be reduced by 27 positions.
- d. The individuals currently encumbering Senior Career Development positions be reassigned immediately to the components sponsoring these individuals. As a temporarily expedient measure, "double slotting" of these persons will be authorized, if necessary, but for a period not to extend beyond the scheduled completion dates of their approved career activities.

/s/

L. K. WHITE
Deputy Director
(Support)

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**OUTLINE OF BACKGROUND AND DEVELOPMENT
OF THE SENIOR CAREER DEVELOPMENT PROGRAM**

A. BACKGROUND

1. The Senior Career Development Program is an outgrowth of the Rotation Loan Program established by CIA Notice No. [REDACTED] dated 19 June 1952. Recent revisions of Regulation No. [REDACTED] make no provision for this Career Development Program.

2. On 28 July 1953, the Director approved the recommendation that the Acting Deputy Director (Administration) be authorized to reserve a block of fifty slots within the Agency's total personnel ceiling for subsequent allotment by the CIA Career Service Board. On 11 August 1953, the Acting Director determined that the number of Career Development slots should not exceed forty.

3. In order to minimize difficulties in connection with budgetary execution, personnel ceiling control, and performance of administrative services for the program participants, the decision was made to incorporate and retain the forty Career Development positions in the Office of Training. Personnel selected for participation in activities which involved the use of Career Development positions were assigned to the Office of Training for the duration of the approved activity.

4. On 15 December 1954, the forty Career Development positions were transferred from the Office of Training to the Office of Personnel.

5. On 8 April 1956, the Deputy Director (Support) adjusted the T/O for the Senior Career Development Program to meet the current ceiling authorization. This action resulted in reducing the T/O for the program to 27 positions (8 vouchered and 19 unvouchered).

B. SELECTION OF CAREER DEVELOPMENT PROGRAM PARTICIPANTS

1. From the inception of the program until December of 1954 the CIA Career Council considered each request from operating officials and approved the participation of individuals and the allocation of slots. In December 1954 the Council delegated this responsibility jointly to the Director of Personnel and the Director of Training.

2. In December 1955 the selection responsibility was assumed by the Career Development Committee established by Regulation No. [REDACTED] From this time on all three major components participated in the selection of participants in the Senior and Junior Career Development Programs.

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ATTACHMENT B

ANALYSIS BY GRADE

SECTION IV

<u>GRADE</u>	<u>NO. OF PARTICIPANTS</u>	<u>PERCENT OF TOTAL PARTICIPANTS</u>
GS-16	1	1%
GS-15	6	
GS-14	14	39%
GS-13	11	
GS-12	17	
GS-11	16	60%
GS-9	11	
GS-7	4	
TOTAL	80	

ANALYSIS BY PROGRAM

SECTION V

	<u>NO. OF PARTICIPANTS</u>	<u>PERCENT OF TOTAL PARTICIPANTS</u>
External Training	63	79%
Language Training	41	51%
Defense College Courses	12	15%
Other Professional	10	13%
Internal Training	1	1%
Internal Rotation	16	20%
TOTAL	80	

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